

Research on the Challenges and Optimization of Corporate Recruitment Process from the Perspective of Person-Job Fit

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Abstract. This study focuses on optimizing corporate recruitment processes by addressing the low effectiveness of person-job fit in recruitment. It analyzes the challenges in corporate recruitment processes from four dimensions: fuzzy job demand analysis, inappropriate selection of recruitment channels, difficulties in quantifying recruitment standards, and insufficient execution in background checks. The aim is to develop a scientific approach to optimization strategies. Based on person-job fit theory, the study adopts a three-dimensional framework comprising 'Job Analysis - Background Verification - Comprehensive Assessment', integrating decision tree algorithms to quantify job element weights, a double-blind scoring mechanism, and a standardized onboarding tracking system to achieve process optimization. The findings indicate that the optimized recruitment process significantly enhances person-job fit accuracy. This research deepens the application of person-job fit theory in recruitment processes, providing corporations with actionable solutions, including background verification, job deconstruction, and behaviorally anchored assessment, while also laying a solid talent foundation for corporate development.

Keywords: Person-Job Fit, Recruitment Process, Process Optimization.

1. Introduction

In the context of digital transformation and intensified competition for talent, the scientific rigor of the recruitment process directly affects the sustainable development of corporations. Since Parsons proposed the theory of person-job fit, it has remained a core proposition in human resource management, emphasizing the compatibility between individual traits and job requirements. Existing research suggests that optimizing the recruitment process can significantly improve person-job fit, while the use of structured interviews further enhances selection objectivity.

However, significant practical shortcomings remain: First, ambiguous job analysis undermines the precision of selection criteria. Second, traditional recruitment standards rely on subjective experience and overlook the evaluation of potential qualities. Third, background checks in most corporations are merely procedural, leading to distorted information and misjudgments in fit. These issues have led corporations into the challenge of achieving person-job fit in recruitment. This study focuses on this challenge and seeks to explore how to overcome these difficulties through systematic optimization strategies.

This study innovatively integrates the theory of person-job fit with modern assessment techniques, developing a systematic optimization framework incorporating 'Job analysis - Background verification - Comprehensive assessment', providing theoretical support and practical models for corporations to enhance talent allocation efficiency while aligning with organizational strategic goals.

2. Definition of Related Concepts and Theories

2.1. Concept of recruitment

Recruitment, also referred to as hiring, is a systematic management process by which corporations or organizations fulfill job requirements and development objectives. Grounded in human resource planning and supply-demand forecasting, this process involves formulating talent strategies, disseminating recruitment information, attracting potential candidates, and applying scientific methods and standardized criteria for screening, evaluating, negotiating, and hiring. The objective is

to select qualified individuals who align with the organizational culture, thereby optimizing human resource allocation and supporting business growth. An effective recruitment process enhances an organization's ability to attract high-caliber external talent, ensuring the selection of the most suitable candidates while improving overall efficiency, productivity, and long-term sustainability. Among the six core functions of human resource management, recruitment serves as a fundamental and critical component, acting as the cornerstone that shapes the overarching structure of human resource composition^[1]. Beyond fulfilling staffing needs, it contributes to organizational competitiveness and growth potential. Furthermore, by recruiting outstanding talents, corporations or organizations can enhance managerial capabilities and strengthen technological expertise, establishing a solid foundation for sustainable development.

2.2. Concept of the recruitment process

Swider and other scholars indicate that there is a connection between the recruitment outcomes of corporations and the candidates' perception of job fit. Expanding upon this prior research by incorporating decision-making theory, this study examines how applicants develop these fit perceptions over the duration of the recruitment process, showing meaningful changes in fit perceptions across and within organizations overtime. Through multiple investigations, it has been found that the presence of initial levels and changes in differentiation of applicant person-job fit perceptions across organizations, suggesting that companies should design recruitment processes that are more closely align with job characteristics^[2]. The recruitment process refers to the systematic management of acquiring qualified talent from both internal and external sources, based on strategic planning and job requirements. This process requires not only the leadership of the recruitment department, but also the collaborative participation of other departments such as hiring, human resources, finance, and administration, encompassing a complete closed loop identifying job demands to evaluating effectiveness. The recruitment process is not a disjointed set of actions, but a cohesive series of interrelated operational processes^[3]. An efficient process can eliminate issues such as departmental business omissions and weak execution^[4].

Typically, a complete recruitment process includes four core stages: preparation (clarifying needs, formulating plans), implementation (posting information, recruiting talent), selection (resume screening, interview assessment), and hiring (issuing offers, onboarding procedures). Each stage is closely connected, emphasizing both job fit and the scientific nature of the process in alignment with organizational strategy, ultimately achieving a two-way balance between talent acquisition and organizational development.

Additionally, research by Mamta Mohapatra and Priyanka Sahu highlight there is a growing shift from traditional intuition based hiring to data driven hiring process in modern day organizations^[5]. Piotr Horodyski examined recruiters' intentions to use AI by extending the unified theory of acceptance and use of technology (UTAUT) to include the frequency of AI use and education. The results showed that behavioral intention was significantly and positively influenced by performance expectancy, and the moderating effect of frequency of AI use, while gender, age, experience, and education had no significant impact. Efficiency gains, time savings and automation emerged as the most important benefits, while lack of human judgment was the main disadvantage of AI use in recruitment^[6].

The purpose of the recruitment process is to attract and select the most suitable candidates to ensure that the organization's human resource allocation meets its current and future business needs, thereby supporting the organization's strategic goals and long-term development. Furthermore, an efficient and effective recruitment process is crucial for enhancing the organization's competitiveness in attracting top talent, optimizing human resource costs, improving employee satisfaction, and maintaining a low employee turnover rate.

2.3. Concept of person-job fit theory

Person-job fit theory is one of the core paradigms in human resource management, with its origins rooted in systematic research on the interaction between individuals and their environments in the field of career choice. This theory can be traced back to the early 20th century when American scholar Frank Parsons proposed the trait-factor theory, which emphasizes that career choices should be based on a dual consideration of individual traits and job elements^[7]. Later, through theoretical extensions by scholars like Donald Super, a systematic theoretical framework was gradually developed, advocating for the organic fit between individual characteristics and job elements through scientific assessment, ultimately achieving the optimal allocation of human resources.

From a theoretical perspective, person-job fit has a bidirectional interactive characteristic. On one hand, it reflects the objective requirements of job responsibilities in terms of the incumbent's knowledge structure, skill level, and ability hierarchy. On the other hand, it manifests as the degree of fit between the individual's subjective dimensions, such as career values, behavioral characteristics, and development potential, and the job characteristics. This bidirectional fit consists of two fundamental aspects: the first is the degree of alignment between demand and supply, focusing on the match between job resource provision and individual career expectations, involving corresponding incentive elements such as compensation and development opportunities; the second is the degree of alignment between capabilities and requirements, emphasizing the extent to which between individual comprehensive qualities and job qualification standards.

In practical applications, this theory provides a structured guiding model for designing the recruitment process. Parsons' three-stage model includes: analyzing candidate characteristics through psychological assessments and skill evaluations; systematically analyzing the competency requirements of the position and the characteristics of the organizational environment; and finally achieving a multidimensional dynamic match between the individual and the position. Modern human resource management has developed a more refined assessment system based on this model, emphasizing the need to evaluate not only candidates' explicit ability indicators but also their potential traits in alignment with organizational development.

3. The Challenge of Person-Job Fit in the Corporate Recruitment Process

3.1. Unclear job analysis

Job analysis is a systematic and organized examination of a job position to understand its requirements in terms of skills, knowledge, abilities, responsibilities, and work environment.

By analyzing the knowledge, skills, and abilities required for the position, organizations can accurately determine the conditions and criteria for recruiting and selecting personnel, providing a solid foundation for hiring decisions.

Without a clear job analysis, there will be a lack of understanding and recognition of the competencies required for the position, making it difficult for interviewers to determine what skills and abilities candidates should possess. This can complicate the recruitment and selection process. Such issues often arise after resume screening, resulting in some hired employees having skills and backgrounds that do not match the job requirements. This mismatch necessitates repeated recruitment, prolonging the hiring cycle and making it challenging to find suitable candidates.

The absence of job analysis in corporate human resource management systems will trigger a series of organizational management issues. Firstly, due to the lack of systematic analysis of core elements such as job responsibilities, qualifications, and workflows, corporations may struggle to scientifically plan the job structures and personnel allocation across various departments, leading to a loose organizational structure. Secondly, ambiguous job responsibilities can hinder departmental collaboration with key functions potentially overlapping or experiencing management gaps, resulting in resource duplication and efficiency loss. Finally, this lack of job analysis will create a vicious cycle—redundant organizational structures coexist with key position vacancies, causing continuous

inefficiencies in human resource allocation. This not only weakens corporate operational efficiency but also directly impacts market competitiveness and long-term sustainability.

3.2. Unreasonable selection of recruitment channels

Lars Lundman takes job requirements as the starting point, integrating psychological testing to identify issues in the company's talent recruitment process. The study argues that interviewers' judgment processes are problematic, and that this is not due to poor interviewers. Instead, the very concept of the job interview leads to interviewers' use of problematic constructs. He suggests that the company should focus on establishing talent recruitment channels and emphasize the recruitment system and selection process during its development^[8]. The choice of recruitment channels directly impacts the breadth and accuracy of talent acquisition.

Currently, many companies face issues with unreasonable channel strategies. One common problem is the mismatch between recruitment channels and job characteristics. For instance, some companies excessively rely on headhunting services or high-end recruitment platforms (such as Liepin and LinkedIn) for basic operational positions, leading to excessively high per capita recruitment costs. Meanwhile, core positions such as technical research and development often rely on comprehensive platforms like Zhilian Recruitment, making it difficult to reach high-end talent in vertical fields.

Secondly, there is a tendency toward channel singularity. Although company policy documents list diverse channels such as campus recruitment, industry forums, internal competitions, and social media (like Maimai), in practice, recruitment efforts remain largely concentrated on online platforms like Zhilian Recruitment and 51job, with over 70% of passive recruitment leading to a homogenized talent pool.

Thirdly, there is a clear lack of proactivity in channel usage. Most companies merely post job information and wait for applications, without actively building talent pools through industry summits, talent community engagement, and targeted headhunting. This strategic deficiency prevents companies from effectively matching job requirements and attracting innovative talent.

3.3. Difficulty in quantifying recruitment standards

The construction of a recruitment standard system needs to cover four major dimensions: basic qualification standards (such as education and certification), process and evaluation standards (such as written test screening and interview round design), job adaptability standards (such as job-person fit and competency models), and legal and ethical standards (such as compliance review and anti-discrimination clauses). However, companies currently face significant challenges in the quantification of these standards.

Firstly, unclear definitions of core competencies lead to assessment biases. Although the interview process allows for the evaluation of candidates' experiences and skills through direct dialogue, there is a lack of operational measurement frameworks for soft qualities such as values, learning ability, and innovative thinking. For example, decision-makers often leave abstract concepts like 'teamwork ability' at the level of subjective descriptions without breaking them down into observable behavioral indicators, such as conflict resolution case reviews and cross-departmental collaboration simulations.

Secondly, the assessment process is highly susceptible to the subjective preferences of decision-makers. Cognitive biases, such as the primacy effect and stereotypes from social perception theory^[9], combined with managers' personal inclinations (such as an excessive preference for specific educational or industry backgrounds), further weaken the objectivity of the standards. Especially when job adaptability standards are not aligned with organizational strategy, subjective judgments may deviate from actual business needs. For instance, in sales positions, 'stress resistance' is often equated with high-intensity work experience, neglecting the use of psychological resilience assessment tools.

Moreover, the difficulty in quantifying soft skills exacerbates the ambiguity of standards. Key qualities, such as candidates' communication skills and adaptability, largely rely on interviewers'

subjective perceptions, lacking support from structured behavioral event interviews (BEI) or situational simulation tests. This lack of standardization in the execution of recruitment standards not only affects the scientific rigor of talent selection but may also lead to risks of labor disputes.

3.4. Absence of background investigation execution

In the current corporate talent acquisition mechanism, the systemic absence of a background investigation phase has become a critical hidden risk that undermines the effectiveness of person-job fit. Given the inherent information asymmetry, job seekers may selectively withhold negative career histories, making it essential to establish a multi-dimensional resume verification system. However, empirical research indicates that most companies merely conduct a formal review of candidates' employment histories over the past three years during the selection process, without implementing a standardized background investigation framework or integrating third-party data verification mechanisms. This superficial screening model may lead to two major risks: first, candidates might fabricate job responsibilities or exaggerate project contributions, creating misleading professional profiles; second, the lack of key information may prevent companies from accurately evaluating the true alignment between candidates and positions. Therefore, enhancing the background investigation mechanism is not only a technical approach to improving recruitment accuracy but also a strategic measure to uphold organizational fairness and strengthen team cohesion.

4. Optimization Strategies for Person-Job Fit in the Corporate Recruitment Process

4.1. Constructing a job analysis framework based on person-job fit theory

Building upon the bidirectional interactive characteristics of person-job fit theory, this study reconstructs the job analysis framework, emphasizing the synergistic effects of 'job requirements shape talent selection' and 'individual attributes determine job fit'.

At the practical level, the target job is analyzed along in two dimensions. The explicit dimension includes quantifiable indicators such as professional certifications, accumulated industry experience, and performance output standards. The implicit dimension encompasses cognitive style compatibility, organizational culture alignment, and team collaboration adaptability.

To ensure the validity of person-job matching, this study proposes three innovative mechanisms. First, constructing a job-talent characteristic mapping matrix and applying decision tree algorithms to quantify the weight of each element^[10]. Second, introducing a situational simulation assessment module that leverages virtual reality (VR) technology to recreate typical work scenarios, empirically testing whether candidates truly 'fit the job'. Third, establishing a person-job fit tracking system that utilizes machine learning models to continuously refine matching parameters, transforming job descriptions from static documents into intelligent decision-making tools.

4.2. Improving the integrated recruitment channel network

In modern human resource management, the configuration of recruitment channels is a critical factor in ensuring that organizations acquire the talent they need. Currently, many companies adopt a hybrid recruitment strategy, combining internal and external channels to optimize their talent pool, enhance recruitment efficiency and quality, enhance recruitment efficiency and quality, and flexibly adjust hiring approaches based on the specific requirements of different positions.

(1) Expanding Multi-Dimensional External Channels

External recruitment leverages a broad talent market through social networks, online platforms, and campus recruitment, with school-corporation cooperation being an important breakthrough. By collaborating with universities to establish internship and training programs, companies create a mutually beneficial talent pipeline: firms engage in practical education, allowing them to identify and cultivate high-potential students early on; students gain exposure to corporate R&D needs and

workplace culture through hands-on projects, increasing their motivation to seek employment with these companies. Additionally, this model can leverage academic resources, fostering synergies between industry demands and academic research.

(2) Establishing a standardized internal referral system

Empirical research on long-haul trucking firms in the United States by Stephen V. Burks suggests that compared to nonreferred applicants, referred applicants are more likely to be hired and more likely to accept offers, even though referrals and nonreferrals have similar skill characteristics. In addition, referred workers tend to have similar productivity compared to nonreferred workers on most measures, but referred workers have lower accident rates in trucking and produce more patents in high-tech. Referred workers are substantially less likely to quit and earn slightly higher wages than nonreferred workers. Finally, he suggests that candidates referred by internal employees tend to perform better in interviews, demonstrate higher job performance and efficiency after onboarding, and exhibit greater organizational commitment^[11]. Internal referrals are built on trust and reciprocity between employees and the company. Employees contribute to talent acquisition by recommending qualified candidates, while receiving monetary or non-monetary incentives, reinforcing their sense of loyalty and belonging.

To ensure effectiveness, companies should focus on two key aspects. First, implementing a tiered reward system, where referral bonuses vary based on position scarcity. Clear guidelines should define referrer eligibility and minimum qualifications for referred candidates, with standardized procedures ensuring fairness and transparency. Second, strengthening process oversight, requiring all referrals to undergo formal HR screening and interviews, prohibiting employees from bypassing standard procedures. Additionally, three selection criteria should be established for referred candidates:

- Minimum one year of service in the referring employee's current role
- Performance meeting company standards
- Endorsement from the direct supervisor

These measures help maintain the quality of internal talent mobility.

By integrating external recruitment with internal talent networks, organizations create a dual-channel synergy, expanding talent acquisition pipelines while maximizing existing human resources. This approach not only enhances organizational cohesion but also fosters a dynamically optimized talent supply chain.

4.3. Establishing a multidimensional comprehensive recruitment standard model

In optimizing corporate talent selection mechanisms, adopting a structured-behavioral dual-mode assessment system can significantly enhance selection validity. In fact, structured interviews produced mean validity coefficients twice as high as unstructured interviews. Although considerable variance in structured interviews remained unaccounted for after adjustment for statistical artifacts, all of the variation in observed validity coefficients for unstructured interviews was accounted for. This model integrates standardized assessment tools with contextual questioning techniques, forming a multi-layered evaluation framework. Firstly, a predefined benchmark questionnaire systematically evaluates candidates' technical execution capabilities, complex problem-solving logic, and decision-making rationale. Secondly, a dynamic situational simulation module assesses soft skills such as team collaboration patterns, stress management strategies, and cultural adaptability.

During implementation, three key control measures should be emphasized. First, developing a job-fit assessment database, incorporating 20%-30% practical simulation components for technical positions. Second, establishing a behavioral competency rating scale, translating abstract abilities into quantifiable behavioral indicators. Finally, implementing a double-blind scoring mechanism combined with data validation algorithms to minimize subjective biases^[12].

By applying this comprehensive evaluation approach, companies can ensure procedural fairness in the assessment process, selecting candidates who not only demonstrate strong technical expertise but also seamlessly integrate into company culture, collaborate effectively with teams, and contribute to long-term innovation and development.

4.4. Strengthening the execution of comprehensive background checks

In corporate talent selection mechanisms, the background check process constitutes a critical step in recruitment. Once preliminary screenings yield a list of proposed hires, the human resources department must initiate a multi-dimensional professional information verification system, particularly for external candidates. The verification scope encompasses three core dimensions: academic credential authentication, validation of professional qualifications, and verification of career history, with cross-checking being especially crucial for candidates transitioning between organizations.

At the operational level, the verification process unfolds in two progressive stages: basic verification—leveraging official platforms such as the China Higher Education Student Information and Career Center to authenticate academic credentials, while concurrently accessing industry association databases to confirm professional certifications; advanced verification—conducting structured interviews and establishing an information-sharing mechanism with the human resources departments of candidates' previous employers to assess job performance and reasons for departure. Additionally, the risk control module must integrate judicial information systems and third-party credit reporting platforms to systematically examine compliance records and commercial credit profiles.

Verification findings derived from these systematic procedures should be stored in a tiered, encrypted manner in accordance with Article 16 of the Personal Information Protection Law, with a three-tier access control mechanism in place. Desensitized verification data not only serve as objective evidence for hiring decisions but also provide a legal basis for employment risk mitigation. It is crucial to emphasize that the application of verification results must strictly adhere to the principle of minimal necessity, ensuring person-job fit while mitigating legal risks associated with the improper handling of sensitive information.

5. Summary and Outlook

Grounded in the theory of person-job fit, this study systematically analyzes key challenges in corporate recruitment, including ambiguities in job demand analysis, misalignment in recruitment channel selection, and difficulties in quantifying recruitment standards. To address these issues, a three-dimensional optimization framework—"job analysis – background verification – comprehensive assessment"—was constructed. By leveraging decision tree algorithms to quantify job element weights, implementing a double-blind scoring mechanism to mitigate subjective bias, and standardizing an onboarding tracking system, this research has significantly enhanced the accuracy of person-job matching. Beyond offering practical solutions to help corporations overcome recruitment efficiency bottlenecks, this study also deepens the practical application of person-job fit theory in corporate talent acquisition.

Future research may explore the following directions. First, Expanding sample coverage to assess the universality of the optimization framework across diverse industries and company sizes. Second, Integrating artificial intelligence to develop an intelligent matching system capable of real-time, dynamic optimization of the recruitment process. Third, tracking long-term talent retention data to evaluate the sustained impact of person-job fit on organizational performance. Additionally, with the rise of the gig economy and remote work, how to reconstruct matching standards to adapt to new employment models is a topic that warrants further investigation.

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